

County CONTRA COSTA
System Improvement Plan Approval Document
Submitted _ September 28, 2004

Program Areas	Improvement Plan			Anticipated Date of Completion
	Required		Strategy	
	Yes	No		
Safety:				
<ul style="list-style-type: none">Recurrence of Maltreatment		X	<ul style="list-style-type: none">Implement Differential Response use community-based, culturally competent preventive services for families at risk of child abuse and neglect; this will support communities in increasing quantity and quality of services.	January 2005
<ul style="list-style-type: none">Abuse/Neglect in foster care	X		<ul style="list-style-type: none">Using Safe Measures obtain and monitor countywide, district and unit specific data for investigation compliance to analyze trends and performance.Using Safe Measures, evaluate unit, worker, and district compliance for timely face to face contacts and timely entry of contacts to CWS/CMS.Support building community capacity by re-negotiating existing contracts and developing new contracts in the community for joint response by community agencies and the CFS Bureau.Improve family engagement and good case planning through the investigation and detention phase of a case by the implementation of Team Decision Making (TDM) meetings for all under one year old African – American children who are detained or at risk of removal.Improve family engagement by expanding the variety of techniques and tools SW use in the case planning process. (Tools and techniques include TDMs, safety and risk assessments, cultural responsive assessment techniques, solution-focused	On-Going

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			practice, increased community collaboration, and use of parent mentors.)	
<ul style="list-style-type: none"> Timely ER Response (process measure) 	X		<ul style="list-style-type: none"> Using Safe Measures obtain and monitor countywide, district and unit specific data for investigation compliance to analyze trends and performance. Train all supervisors and managers in Safe Measures. Write policy for use of Safe Measures by supervisors and managers. Obtain approval and publish. Implement policy ensuring that mandated face to face contacts by the Emergency Response Social Worker are recorded in CWS/CMS within two to five business days for all referrals. Train all ER unit staff and supervisors. Using Safe Measures, evaluate unit, worker, and district compliance for timely face to face contacts and timely entry of contacts to CWS/CMS. Monitor individual and unit's compliance for face to face contacts and timely entry to CWS/CMS and address variances. Monitor unit compliance and variances for the district. Work with supervisors on a regular basis to ensure effective use of Safe Measures and ongoing compliance with policy. Increase number of staff capable of performing ER investigations. Policy has been written and is approved regarding the use of staff providing ER back up during peak referral periods. Train staff identified for ER Program back-up. 	<p>September 2004</p> <p>October 2004</p> <p>November 2004</p> <p>September 2004</p> <p>December 2004</p> <p>January 2005 March 2005</p>

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			<ul style="list-style-type: none"> Analyze effectiveness of using back-up staff during peak periods. Conduct pilot project of assigning workers to geographical dedicating workers to 10-day or immediate response referrals; assign referrals accordingly. Analyze results and implement county-wide if successful. Explore, develop, and approve protocol and processes (including discussion with Labor Organization) for geographically-assigned and dedicated immediate and 10-day workers Complete three-month pilot (including one peak referral time period) and analyze data. Decide whether or not to implement dedicated immediate and 10-day workers and/or geographically assigned workers in all ER units county-wide. 	<p>November 2004</p> <p>January 2005</p> <p>February 2005</p>
<ul style="list-style-type: none"> Social Worker Visits with child (process measure) 	X		<p>Using Safe Measures obtain and monitor countywide, district and unit specific data for monthly social worker visit compliance to analyze trends and performance.</p> <ul style="list-style-type: none"> Train all supervisors and managers in Safe Measures. Write policy for use of Safe Measures by supervisors and managers. Obtain approval and publish. Evaluate entry of contacts to CWS/CMS for timely entry and determine if policy needs to be implemented to improve timely entry. Train staff to CWS/CMS entry requirements for compliance and policy for entry. Using Safe Measures, evaluate unit, worker, and district 	<p>October 2004</p> <p>October 2004</p>

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			<p>compliance for timely SW visits and for timely entry of contacts to CWS/CMS.</p> <ul style="list-style-type: none"> • Monitor unit compliance and variances for the district. Work with supervisors on a regular basis to ensure effective use of Safe Measures and ongoing compliance with policy. • Review and discuss Divisions' and counties overall performance monthly. • Review current Visit Exceptions to assure they are correctly entered to CWS/CMS. 	<p>October 2004</p> <p>October 2004</p> <p>November 2004</p>
Permanency				
<ul style="list-style-type: none"> • Time to Reunification 	X		<p>Reduce the overrepresentation of African-American children who are placed in out of home care by 5%.</p> <ul style="list-style-type: none"> • Complete planning for implementation of Differential Response Path 1 and 2 for vulnerable population of under four year olds. • Support building community capacity by re-negotiating existing contracts and developing new contracts in the community for joint response by community agencies and the CFS Bureau. • Improve family engagement and good case planning through the investigation and detention phase of a case by the implementation of Team Decision Making (TDM) meetings for all under one year old African – American children who are detained or at risk of removal. • Research and recommend tools and techniques for family engagement; recommend tools and techniques to be implemented. • Train Supervisors and Social 	<p>December 2004</p>

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			<p>Workers in family engagement tools and techniques.</p> <ul style="list-style-type: none"> • Monitor to assure new methods of family engagement are implemented; evaluate effectiveness and cultural responsiveness. • Present information to the judicial system regarding the components of Redesign, TDMs, family engagement, and “good case planning”. • Gather input from bench and bar members on ways to enhance family engagement in case planning. • Coordinate a symposium for Bureau staff and judicial system regarding family engagement in the case planning process. • 	<p>March 2005</p> <p>August 2005</p> <p>September 2004</p> <p>December 2004</p> <p>May 2005</p>
<ul style="list-style-type: none"> • Time to Adoption 		X		
<ul style="list-style-type: none"> • Placement Stability 		X	<ul style="list-style-type: none"> • Support building community capacity by re-negotiating existing contracts and developing new contracts in the community for joint response by community agencies and the CFS Bureau. • Assure that staff and care providers (kin and non-kin) understand the legal and philosophical basis of the importance of permanency for children, including specific discussion of reunification and adoption. 	
<ul style="list-style-type: none"> • Foster Care re-entry 		X	<ul style="list-style-type: none"> • Support building community capacity by re-negotiating existing contracts and developing new contracts in the community for joint response by community agencies and the CFS Bureau. • Improve family engagement and 	On-going

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			<p>good case planning through the investigation and detention phase of a case by the implementation of Team Decision Making (TDM) meetings for all under one year old African – American children who are detained or at risk of removal.</p> <ul style="list-style-type: none"> Assure that staff and care providers (kin and non-kin) understand the legal and philosophical basis of the importance of permanency for children, including specific discussion of reunification and adoption. 	
Well-Being				
<ul style="list-style-type: none"> Preserving family relationships 			<ul style="list-style-type: none"> Support building community capacity by re-negotiating existing contracts and developing new contracts in the community for joint response by community agencies and the CFS Bureau. Improve family engagement by expanding the variety of techniques and tools SW use in the case planning process. (Tools and techniques include TDMs, safety and risk assessments, cultural responsive assessment techniques, solution-focused practice, increased community collaboration, and use of parent mentors.) Assure that staff and care providers (kin and non-kin) understand the legal and philosophical basis of the importance of permanency for children, including specific discussion of reunification and adoption. 	<p>On-going</p> <p>On-going</p> <p>On-going</p>
<ul style="list-style-type: none"> Least Restrictive 			<ul style="list-style-type: none"> The Bureau places strong emphasis on closely reviewing the 	On-going

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Placements			<p>care needed for each individual child who may need enhanced placement services through these of the Placement Resource Team.</p> <ul style="list-style-type: none"> • Strong emphasis is also placed on recruitment, retention, and training of county licensed foster homes assists in the development and preservation of family placement settings. 	
<ul style="list-style-type: none"> • IWCA Placements 				
<ul style="list-style-type: none"> • ILP 				

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Systemic				
<ul style="list-style-type: none">Statewide Information System			<ul style="list-style-type: none">Contra Costa utilizes the statewide Child Welfare Services/Case Management System as the primary system for tracking referrals, cases, placements, court activity and clients.Contra Costa uses Business Objects for ad hoc reporting from CWS/CMS. Though this package has CWS/CMS data formatted for ease of use, it still requires a high level of sophistication to generate accurate reports.	<div>On-going</div> <div>On-going</div>
<ul style="list-style-type: none">Case Review System			<ul style="list-style-type: none">At the Bureau there are court units at each district office who take cases from detention through disposition.Each district office has a court representative, a supervisor-level position that represents the interest of the Bureau at Court and assists workers in most proceedings.During the implementation of concurrent planning, the county developed a unit of court workers specializing in termination of parental rights.	<div>On-going</div>
<ul style="list-style-type: none">Quality Assurance System			<ul style="list-style-type: none">Utilize CAD-ID and Safe Measures as a desktop tool to support supervisors and managers in monitoring performance at both a unit and worker-specific level.Disposition Review Teams work closely with front end social workers to support difficult case	<div>On-going</div>

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			<ul style="list-style-type: none"> decisions. Placement Resource Team is one of the primary means the Bureau has for addressing concurrent planning early 	
<ul style="list-style-type: none"> Training 			<ul style="list-style-type: none"> Each new social worker receives a six to eight week core training based on the CalSWEC core competencies and county specific information. This induction training utilizes Bureau subject matter experts, Staff Development personnel, Bay Area Academy and U.C. Davis for trainers and training resources. 	On-going
<ul style="list-style-type: none"> Service Array 			<ul style="list-style-type: none"> Parents and families in Contra Costa child welfare system have access to various services including health, mental health, substance abuse treatment and after care, individual, family ad couples' counseling, parenting and anger management classes, sexual abuse treatment, recreational services for children and youth, the full range of social services required to be provided by all California counties and secondary and vocational education. 	On-going
<ul style="list-style-type: none"> Agency Responsiveness to the Community 				
<ul style="list-style-type: none"> Foster and Adoptive Parent Licensing, Recruitment and Retention 				

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